

PRESENTATION OF THE BUSINESS CASE

AVALNET

Presentation of a case

About CECOIA:

CECOIA - Vocational Training Centre for the Trade (Centro de Formação Profissional para o Comércio e Afins) was created by a protocol signed in July 1986 between the Employment and Vocational Training Institute (IEFP: Instituto de Emprego e Formação Profissional, public body depending on the Ministry of Labour and Social Solidarity) and the Portuguese Commerce and Services Confederation (CCP: Confederação do Comércio e Serviços de Portugal, social partner representing the Trade and Services). The aim of CECOIA is to promote educational activities and vocational training, including the apprenticeship in the trade sector. Since 1986 CECOIA trained more than 50.000 trainees.

With a national scope, CECOIA has its head-office in Lisbon and two other branches in Oporto and Coimbra. It has its own patrimony, and an administrative and financial autonomy. In CECOIA work 46 employees and nearly 380 trainers.

Short on CECOIA's training domains and certifications, including evaluation:

CECOIA is an entity recognized under the national system of assessment and accreditation of VET Providers in the following training domains: training needs assessment; planning and conception; organisation and promotion; development, accomplishment, follow-up and evaluation. Besides that, since 2005 CECOIA's Quality Management System is recognised under ISO 9001:2000.

NAUTEL, SISTEMAS ELECTRÓNICOS, LDA - A BUSINESS CASE FROM PORTUGAL

Since 2005 CECOIA offer three b-learning courses targeted to e-commerce consultants, e-commerce technicians and e-commerce entrepreneurs.

This b-learning offer in CECOIA was developed in the context of an innovative project under the Equal Initiative. This b-learning offer was developed based on some key factor of success: deliver of a b-learning offer adjusted to the specific needs of the e-commerce sector and build of a b-learning solution that guarantee the quality of the evaluation system. Two critical evaluation factors were considered: the formative and the summative evaluation, which assert the control and the feedback of the trainees' progress, with the support of the online tools.

In the framework of this innovative project, 14 entrepreneurs, 22 consultants and 15 technicians were trained.

The positive results of this pilot experience lead to present this training offer in CECOIA's regular training offer as a complement to the traditional training courses already existing. In fact, in terms of results, the entrepreneurs group presented a "good" overall level of satisfaction with the course (87,5%). The consultants group also presented a "good" overall level of satisfaction with the course (72,2%) and the technicians group graded the training course as "extremely positive".

For this *Business Case*, CECOIA selected NAUTEL Sistemas Electrónicos, LDA. NAUTEL was one of the companies involved in this pilot training and that strongly benefit from the learning experience. In fact, the reason why NAUTEL was selected from the universe of organizations involved in the pilot experience was their strong focus on the results and profitability through the increase of workers qualifications, both technical and interpersonal skills. Both managers and workers were involved in the learning process.

NAUTEL operates in the national market. NAUTEL is focused on the national distribution of Marine electronic Equipment, Professional and Consumer electronics and other complementary systems. Their business model relies on to sales made to retail stores, marine dealers and others alike. They used the e-learning course to explore other business opportunities, in Portugal and abroad, addressing the implementation of one e-commerce solution. NAUTEL profitability model relies on reaching clients but investing in the web communication and differentiation, saving costs with the face-to-face contacts.

1. When did we apply the ROI Methodology?

The 1st evaluation level and the 2nd evaluation level of the ROI methodology was applied along the course duration. The reaction evaluation was applied after the course to measure the trainees' level of satisfaction with training. The learning evaluation level was applied at the end of the course to measure the knowledge, skills and competence acquired with the training. Two years later, CECOIA requested further information to NAUTEL in order to collect information to complete the impact and the return on training investment evaluation.

2. What did we apply?

The **formative evaluation** is designed to improve a program while the program is being developed. This type of evaluation aims at providing data about the quality assurance and the degree of adaptation of the trainees and trainers to the program in order to achieve the training goals. In this type of evaluation, it is measured the learner's progress and the degree to which the learning objectives are or aren't being met.

The **summative evaluation** is a type of learning evaluation used after an instructional program to determine worth of program and usefulness to the learners. It can also be produced a judgment/assessment about the results achieved by the

trainees. It is the evaluation modality where are measured the learner's performance after training and the degree to which behaviors back at work meets the expectation that prompted the training.

3. Which were the methods or tools?

For the **formative evaluation** purpose, at the end of each lesson, there were a set of online self-evaluation questionnaires to validate trainee's knowledge, new skills and competence. These online self-evaluation questionnaires could be done over and over again after each lesson as many times as trainees consider necessary.

At the end of the course, trainees evaluated their overall level of satisfaction with the training and fulfilled an online reaction evaluation questionnaire.

For the **summative evaluation** purpose, trainees did an online knowledge test. This knowledge test aims to check their level of knowledge, skills and competence acquired after the course in the field of e-commerce. For this purpose, trainees that had completed the training roadmap did an online questionnaire, just one time and with time limited.

At the end of the learning process, trainees received a certification, provided by CECO, which certifies their knowledge, skills and competence in the field of e-commerce.

4. What were the results?

NAUTEL managers are aware of the need of continuous training. Both managers and employees frequently participate in training courses. Those courses aim at improving technical knowledge, and usually, are promoted by their brands/manufacturers when there are new products/services in the market.

At the time of the training and within the training context, NAUTEL Commercial Director explored the possibility of implementing an integrated e-commerce solution in the company.

At the end of the training course, NAUTEL choose not to implement a complete e-commerce solution because they realize that a complete e-commerce solution was not fully compatible with their general business model. However, after the training course their website was improved (the website was initially develop in 1999) in order to facilitate the relation and communication not only with the retailers but also with final customers, giving them tools to purchase in a more easy and fast way. Nowadays, the website delivers complete information about the products (description, technical characteristics and prices) and about the commercial partners.



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Transnational networks

According to NAUTEL statements after the training and the improvement of the website, there was an increase volume of sales. From all the sales day-by-day contacts, 3 to 5 are coming through the website. There's a high reduction of telephone communication costs and the number of meetings with clients decreased. Employees have more free time to do other tasks. Clients are aware of the products technical specifications and prices through the website. At the moment, clients only call or meet to request other additional information or to clarify specific product characteristics. More time is available to do further contacts with new potential clients.

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